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AUTHOR Brenneise, Harvey; And Others
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ABSTRACT

This report begins by noting that, in the interests of developing a vigorous and professionally active library faculty, a major goal of the James White Library (Andrews University, Michigan) is to recruit, retain and promote librarians who are highly self-motivated and have the ability to support the mission of the library. It then provides explanations and detailed descriptions of the major criteria for promotion and continuous appointment at this library, including professional performance and quality of service, research and other scholarly/creative activities, and eligibility. The policies and procedures of the Library Promotion and Continuous Appointment Committee are described and the following application materials are provided: the candidate's self-evaluation form, which measures his or her success in meeting the criteria; a performance evaluation form; the library director or department head's evaluation instructions; and the scholarly activity report forms. (11 references) (MAB)

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JAMES WHITE LIBRARY

ANDREWS UNIVERSITY

ED330355

CRITERIA, POLICIES AND PROCEDURES FOR PROMOTION IN RANK AND GRANTING OF CONTINUOUS APPOINTMENT TO LIBRARY FACULTY

Harvey Brenneise
Principal Author

Approved by the Library Promotion
and Continuous Appointment Committee
November 15, 1990

BEST COPY AVAILABLE

Committee Members:
Harvey Brenneise, chair
Esther Tyler, secretary
Harold Lang

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I. CRITERIA FOR PROMOTION AND CONTINUOUS APPOINTMENT

Introduction

The development of a vigorous and professionally active library faculty is a major goal of the James White Library. The library will recruit, retain and promote librarians who are highly self-motivated and have the ability to support the mission of the library. Such faculty function best in an environment that encourages the acceptance of responsibility and rewards continuous learning, scholarship and service. It is the joint responsibility of the library administration and each member of the library faculty to attain this goal.

A professional librarian is one who holds the master's degree in library science from an institution accredited by the American Library Association or its foreign equivalent, whose responsibilities are ordinarily those of an academic professional librarian (e.g. library management, collection development, original cataloging, information services, library automation, and library user education), and who holds faculty rank at Andrews University. For promotion to the rank of associate professor or professor, the professional librarian will also hold a graduate degree in an academic field of study. An assistant professor who does not hold another advanced degree may apply for promotion to associate professor after 12 years of service to the university as assistant professor. Such an assistant professor must have a particularly outstanding record of professional performance, service and research.

Decisions regarding promotions or granting of continuous appointment will be made with reasonable flexibility and individualization in weighing the comparative relevance of the following criteria. However, demonstrated superior professional ability and attainment are indispensable qualifications for promotion. Decisions are made in the context of the university's and library's statements of mission, goals and objectives. The service goal of the library is paramount, and it will not be substantially reduced in the interests of greater scholarly productivity. The workload in the candidate's primary job assignment will be given major consideration when evaluating total performance. The mission and goals of the library support the precedence given to professional over research activities.

The three major criteria for promotion or granting of continuous appointment are (in general order of importance): professional performance in the primary job assignment, service, and research.

Professional Performance and Quality of Service

The basic quality which must be present for promotion or continuous appointment is the effective delivery of library services at a high professional level. An evaluation will be made of the candidate's performance of assigned duties and responsibilities (using the job description as a basis), including the ability to work independently and with initiative. Evidence of both professional competency and creativity will be sought. Superior achievement is expected; mere adequacy is not enough.

The candidate should have a general knowledge of and commitment to the library profession, knowledge of its trends and issues, a demonstrated effectiveness in applying this knowledge to bibliographic techniques, interpretation of the collection to meet the needs of patrons and library staff, and evidence of professional growth and potential for further growth. Professional interests and activities should increase in depth and breadth as the librarian's career progresses. As the librarian advances, he/she should become an increasingly valuable asset to the library, the university, and the profession. The Library Rank and Continuous Appointment Committee may obtain evidence of professional reputation from library peers at this or other institutions, and from faculty colleagues.

The candidate should have a thorough understanding of the various policies, procedures, and services of the university library, and a demonstrated ability to serve the library clientele through interpretation of these policies and procedures. Communication skills, as reflected in interaction with co-workers and library users, are important in meeting this goal. Contributions in the participatory management structure of the library and university will be considered.

The candidate should have knowledge of the specifics of a particular job and demonstrated skill in performing it. This includes judgement and decision-making abilities, increasing quality of completed work projects, the ability to set and accomplish appropriate performance goals, initiative and resourcefulness, adaptability, productivity, and creativity and innovation (for example, in the development of procedural innovations and improvements).

For librarians in supervisory positions, demonstrated supervisory ability, including effectiveness in the administration and supervision of a library department or section, the ability to train, coordinate, supervise and evaluate personnel, and assist and delegate work in the performance of specific functions essential to the operation of the library, will be considered positive attributes.

Evidence will also be sought which demonstrates that the candidate has the ability to establish and maintain effective work relationships with library and faculty colleagues and patrons, and appropriately cooperates with members of his/her department and other departments.

Professional growth requires an ongoing and continuing interest in the professional literature and attendance of professional events. The candidate should exhibit an active interest in remaining current professionally through membership in professional organizations, regular professional reading, and attendance of professional conferences, seminars, and workshops. Professional development may also include visitation of other libraries, continuing education classes, or work on or completion of additional academic or professional degrees.

Service

Service to the library, the university, the library profession, and the community shall be considered in decisions concerning promotion or continuous appointment. Service to the church will be considered community service, although community service contributions should not be limited to church service only. Significant service is expected of those granted promotion or continuous appointment. The following list is suggestive rather than exhaustive.

Service to the Library

- Chair/secretary/active member of library committees
- Development of and/or writing library policies, self studies, requests for proposal and other major documents
- Writing grant proposals, especially those that are successful
- Bibliographic instruction

Service to the University

- Chair/secretary/member of university committees. Frequency and length of committee meetings and attendance will be considered.
- Development of and/or writing university policies, self-studies and other major documents
- Academic advisement
- Courses taught, including bibliographic instruction at the request of academic departments
- Service on dissertation committees
- Participation in general faculty meetings

Service to the Library Profession

- Active involvement and significant participation in local, regional state, and/or national professional organizations. Mere membership is not sufficient.
- Officer of a local, regional, state and/or national professional organization
- Committee/task force/advisory council chair/member of a local, regional, state, and/or national professional organization.
- Organization of a conference/workshop
- Professional presentations, including speeches, moderator/member of a panel at a professional meeting, workshop organization/presentations, professional demonstrations
- Professional consultation
- Serving as a referee for a professional publication
- Editing/serving on the editorial board of a professional publication
- Professional awards

Service to the Community

- Officer/active member of a local, regional, state or national voluntary and/or service organization
- Service to the church

Research and Other Scholarly and/or Creative Activities

Study and research beyond the immediate demands of the position are essential to continued growth, continuing command of subject, and continuing ability to relate functions to more general goals. Individuals should seek opportunities to learn and to contribute to the improvement of the library's services. Leadership is demonstrated in activity beyond the implementation of goals or ideas already in concrete form. The kind of leadership expected is that which focuses and identifies goals and programs, conceptualizes them, and generates and carries out ideas which prove workable. Originality of ideas or concepts may be demonstrated in one's area of specialization or in research and writing. It includes self-motivated study of appropriately selected problems and original or workable resolution of them. Research and other scholarly and/or creative activity is most appropriate in the area of librarianship, but may also be considered in other areas, including the areas of other graduate degrees.

While the candidate should show accomplishments in this area, the library staffing level combined with its primary goal of service may prevent extensive accomplishments by some candidates. The following are appropriate areas of accomplishment:

Books (and book chapters) authored or edited
Articles, refereed and non-refereed
Papers presented at professional meetings
Book reviews
Preparation of bibliographies or other bibliographic tools
Creative works: artistic performances or exhibitions
Published bulletins or reports

Eligibility

A. The following minimum requirements are used for initial appointment or consideration for promotion to the following ranks and the granting of continuous appointment:

1. Instructor (see university **Working Policy** 2:311:2)
   a. ALA-accredited master's degree in library science or its foreign equivalent, AND
   b. Potential for excellence in librarianship, AND
   c. Potential to apply ideas, techniques, and skills, AND
   d. Potential for scholarly contributions, AND
   e. Potential for service.

2. Assistant Professor (see university **Working Policy** 2:311:3)
   a. ALA-accredited master's degree in library science or its foreign equivalent, AND
   b. Three years experience as an instructor demonstrating excellence in librarianship, OR an additional graduate degree, AND
   c. Potential for scholarly contributions, AND
   d. Some service.

3. Associate Professor (see university **Working Policy** 2:311:4)
   a. ALA-accredited master's degree in library science or its foreign equivalent, AND
   b. An additional graduate degree, OR 12 years outstanding service as assistant professor at James White Library, AND
   c. Four years experience as an assistant professor, OR a doctorate in library science, AND
   d. Excellence in librarianship, AND
   e. A significant portfolio of professional and scholarly accomplishments, AND
   f. Significant service.

4. Professor (see university **Working Policy** 2:311:5)
   a. ALA-accredited master's degree in library science or its foreign equivalent, AND
   b. An additional graduate degree, AND
   c. Four years experience as an associate professor, AND
   d. Excellence in librarianship, demonstrating leadership ability, AND
   e. Continued significant professional and scholarly contributions, AND
   f. Substantial service.

B. The following criteria will be used to evaluate candidates for continuous appointment (see university **Working Policy** 2:320):

   a. Minimum of 6 years as a faculty member at the university;
   b. Minimum rank of associate professor;
   c. Acceptability into the library and larger university academic communities. The evaluation is based on professional performance, service, and research and other scholarly and/or creative activities. The evaluation is made within the greater context of achievement and promise with respect to a librarian's positive relationship to peers, students and administrators, contribution to the reputation and activity of the library and the university, and promise of the librarian's sustained role and productivity in the library and university. Evidence will be sought which shows that the applicant demonstrates leadership qualities, is a good team player, completes job assignments, and that there is evidence for continued excellent performance. Evidence will be gathered through an interview of the library director, as well as from peers in the library, from the university, and from outside the university.

II. LIBRARY PROMOTION AND CONTINUOUS APPOINTMENT COMMITTEE: POLICIES AND PROCEDURES

Committee Policies

A. **Authority.** The committee operates under the provisions of the Andrews University **Working Policy** (see 2:303-2:320 and 2:Appendix G). The committee's responsibility is to make recommendations to the university president through the library director and vice president for academic administration regarding promotions in rank and granting of continuous appointment to library faculty members. The committee may also make recommendations regarding promotion policies to the university Faculty Development Committee.

B. **Membership.** There shall be three members of this committee, two of whom shall be professional librarians with faculty appointment in the James White Library. One of the librarians is appointed by the library director, the other is elected by the professional librarians with faculty rank using a secret ballot. The library director is not eligible to serve on this committee. The other member shall be a full professor in another school of the university. The library faculty shall nominate at least two candidates, one of whom shall be appointed by the vice president for academic administration. The library director is responsible for arranging the continued staffing and functioning of the committee.

C. **Terms of service.** The term of service shall be three years, with one member retiring from the committee each year. Terms shall correspond with the university academic year (beginning with autumn quarter and ending with summer quarter). Members are eligible for re-election or re-appointment. Ordinarily members will not serve for more than two consecutive terms. Vacancies are filled by appointment or election of a person to fill the remainder of the unexpired term using the same method as was used in naming the person being replaced.

D. **Committee officers.** The officers are a chair and secretary, elected by the committee as the positions become vacant. The chair calls meetings, and prepares meeting agendas. The chair is the only spokesperson to the library director and the vice president for academic administration with respect to official committee business. The secretary prepares and keeps official minutes, and is also responsible for keeping the confidential documents needed in the committee's deliberations.

E. **Meetings.** The chair shall call meetings as needed to transact necessary business. A quorum consists of all members of the committee.

F. **Confidentiality.** Complete confidentiality of written records and discussions is expected of all committee members. A breach of confidentiality may result in dismissal from the committee. Minutes are kept under lock and key, and are not circulated except one copy, marked "confidential," which is sent to the library director. Once the committee has made a decision about a recommendation on an application, all supporting documentation is sent to the library director.

Committee Procedures

A. **Timetable.** This timetable is based on that found in the university **Working Policy** Appendix G (2:806), Section F. The president makes recommendations to the board of trustees regarding advancement in rank and continuous appointment at the February and July full board meetings. Promotions in rank and granting of continuous appointment are made only by the board of trustees, and take effect on the following January 1 or July 1. The application/evaluation process uses the following deadlines:

No less than 8 months before the board meeting, the vice president for academic administration sends a list of eligible candidates (based on 2:311 of the university **Working Policy** and the eligibility statements below) to the library director. The director returns this list with any needed adjustments to the vice president no less than 7 months before the board meeting.

No less than 7 months before the board meeting, the vice president sends out the appropriate library promotion forms to eligible potential candidates and the library director.

No less than 4 months before the board meeting, librarians who choose to apply shall have an application and a completed portfolio of supporting documents to the chair of the committee. The committee chair shall provide such information from this portfolio to the library director and department chair as may assist in evaluating the applicant.

No less than 3 months before the board meeting, the director and department chair shall forward their evaluation documents to the committee chair.

No less than 6 weeks before the board meeting, the chair of the committee shall forward the committee's recommendation and all documentation to the library director. If the director does not concur with the committee's recommendation

to promote or grant continuous appointment, the reasons for it shall be conveyed to the committee in session before the committee and the library director present their final recommendations to the vice president.

No less than 4 weeks before the board meeting, the committee's recommendation, along with that of the library director, shall be sent to the vice president, together with all relevant documentation. After verifying that due process has been followed, the vice president shall make a recommendation to the president. If this recommendation differs from that of the library director, this shall be made known to the director in person and in writing. If the vice president's recommendation differs from that of the committee, the vice president shall give the reasons to the committee in session before a final recommendation is passed on to the president.

No less than 3 weeks before the board meeting, the vice president shall submit his/her recommendation to the president, along with the recommendations of the committee and the library director and the supporting documentation. The president shall decide on a recommendation to the board and convey his/her intentions to the vice president no less than 2 weeks before the board meeting.

No less than 2 weeks before the board meeting, the vice president shall inform the library director, the committee, and the applicant of the president's recommendation.

No less than 1 week before the board meeting, where the president has reached a decision not to recommend a specific advancement or granting of continuous appointment, the vice president shall call a meeting of the committee and the library director at which the president shall give the reasons for this recommendation.

The vice president shall notify the applicant and library director in writing of the board's decision within two weeks after the board meeting.

B. **Application.** Once the vice president has notified the librarian of eligibility to apply, the librarian may apply to the committee for consideration for promotion or granting of continuous appointment. The candidate must follow the deadlines listed above. The applicant shall submit to the committee chair all documentation as required in Section III below, "Application Documentation."

C. **Committee Deliberations.** Copies of the applicant's portfolio of documentation shall be distributed to committee members not later than three days prior to the meeting at which the application will be considered. Each committee member may comment about an applicant, followed by general discussion. Committee members will use the "Performance Evaluation Form" (Section IV below) to assist themselves in determining if the applicant meets the requirements of the "Criteria for Promotion and Continuous Appointment" in Section I above. The "Performance Evaluation Form" will not be used in an absolutely quantitative way, but as an aid toward reaching a committee decision.

D. **Notification.** The committee chair shall notify the library director in writing of the committee decision, and shall also give the director the applicant's portfolio and any other relevant documentation.

III. APPLICATION DOCUMENTATION

Introduction

Professional librarians who are eligible for promotion in rank or continuous appointment are invited to support their application by the development of a professional portfolio using the following format. The criteria used in evaluating the portfolio are given in Section I above, which the applicant should use as a guide in preparing this portfolio.

This portfolio self-appraisal is open-ended, and has been designed in order to permit the applicant full freedom to express personal opinions. If there is other pertinent information that is not requested in the specific directions, please add this information.

As part of the process of application for promotion in rank or continuous appointment, the library director and, where applicable, the library department head will complete performance appraisals of the applicant's work. The applicant is invited to request performance appraisals from professional library colleagues within or outside James White Library and/or faculty colleagues. These may be submitted as part of the professional portfolio or may be submitted directly to the chair of the Library Promotion and Continuous Appointment Committee.

Personal Information

Date:

Name:

Date appointed to AU library faculty:

Present rank:

Years of service in present rank:

Total years and months of AU library service:

Library degree, university and date:

Other graduate degrees, universities and dates:

Professional Performance and Quality of Service

1. Please describe your professional philosophy and goals. Include in this statement your understanding of your role as a Christian librarian in a Christian university.

2. Submit a copy of your current job description, and evaluate how you meet its requirements. Include a self-evaluation using the "Performance Evaluation Form" (see Section IV below). In completing your professional portfolio, respond to the criteria found the subsection **Professional Performance and Quality of Service** in Section I above.

3. Submit documentation of your professional growth activities over the past 5 years. Please list all professional memberships and years of membership, indicate the scope of your professional reading, attendance at professional meetings (including name, place, and date), visitation of other libraries, continuing education classes, and work on or completion of additional academic or professional degrees.

Service

In completing this section, please refer to criteria found in the subsection entitled **Service** in Section I above.

4. Describe your service to the James White Library during the past 5 years. Include a list of all committees you have served on (with dates and offices), documents written, and participation in bibliographic instruction.

5. Describe your service to the university during the past 5 years. Include a list of all university committee memberships (with offices and dates). Indicate an approximate percentage of general faculty meetings attended.

6. Describe your service to the library profession during the past 5 years. Be specific, giving names and dates.

7. Describe your service to the community during the past 5 years, including names and dates. List the areas of public service to which you feel that you have contributed to church and society. Describe this service, your specific contributions, and how this has benefitted you, the university and society or community. You may include speaking engagements in churches and special lectures you have given.

Research and Other Scholarly and/or Creative Activities

In completing this section, please refer to the subsection **Research and Other Scholarly and/or Creative Activities** in Section I above.

8. List all publications. List books and book chapters first, articles second, formal papers presented to professional meetings third, book reviews fourth, and preparation of bibliographies and other bibliographic tools fifth. Also list performances and exhibits related to your profession. Using the "Scholarly Activity Report Forms" in Section VI below, submit abstracts for scholarly and professional articles, and papers presented at professional meetings. Also submit a copy of bibliographies and other bibliographic tools.

9. Please evaluate your research and publishing efforts. Also state what research plans you have for the future, and report unpublished research.

IV. PERFORMANCE EVALUATION FORM

Name _____ Date _____

Promotion to a higher academic rank is a recognition of the continuing development of a library faculty member in job effectiveness, professional activity, and service to the University. Please evaluate performance on a scale of 1-5. "N" indicates "not applicable."

A. Effectiveness of Performance as a Librarian

1. Fulfills assigned responsibilities and duties ..... N 1 2 3 4 5
2. Displays initiative, resourcefulness, creativity and productivity ..... N 1 2 3 4 5
3. Demonstrates a clear understanding of departmental and library policies and operations and an ability to justify and interpret these to staff and users ..... N 1 2 3 4 5
4. Makes contributions which improve the internal operations of his/her library department ..... N 1 2 3 4 5
5. Works effectively with colleagues, staff and library users ..... N 1 2 3 4 5
6. Demonstrates skills in planning, organization, and evaluation ..... N 1 2 3 4 5
7. Exhibits a professional attitude with a consistent sensitivity to user needs and in interpersonal relationships with colleagues, staff and library users ..... N 1 2 3 4 5
8. Responds appropriately to criticism and evaluation ..... N 1 2 3 4 5
9. Sets and accomplishes goals ..... N 1 2 3 4 5
10. Adapts and implements new methods and technologies to provide improved service to library users ..... N 1 2 3 4 5
11. Communicates effectively ..... N 1 2 3 4 5

IV. PERFORMANCE EVALUATION FORM

Name _____ Date _____

Promotion to a higher academic rank is a recognition of the continuing development of a library faculty member in job effectiveness, professional activity, and service to the University. Please evaluate performance on a scale of 1-5. "N" indicates "not applicable."

				unsatisfactory	below average	average	above average	excellent
A.		Effectiveness of Performance as a Librarian						
	1.	Fulfills assigned responsibilities and duties	N	1	2	3	4	5
	2.	Displays initiative, resourcefulness, creativity and productivity	N	1	2	3	4	5
	3.	Demonstrates a clear understanding of departmental and library policies and operations and an ability to justify and interpret these to staff and users	N	1	2	3	4	5
	4.	Makes contributions which improve the internal operations of his/her library department	N	1	2	3	4	5
	5.	Works effectively with colleagues, staff and library users	N	1	2	3	4	5
	6.	Demonstrates skills in planning, organization, and evaluation	N	1	2	3	4	5
	7.	Exhibits a professional attitude with a consistent sensitivity to user needs and in interpersonal relationships with colleagues, staff and library users	N	1	2	3	4	5
	8.	Responds appropriately to criticism and evaluation	N	1	2	3	4	5
	9.	Sets and accomplishes goals	N	1	2	3	4	5
	10.	Adapts and implements new methods and technologies to provide improved service to library users	N	1	2	3	4	5
	11.	Communicates effectively	N	1	2	3	4	5

12. Demonstrates qualities of leadership in interdepartmental work, committees, or projects ..... N 1 2 3 4 5

13. Participates effectively in library faculty meetings ..... N 1 2 3 4 5

14. Has a good knowledge of library trends and issues, and applies this knowledge to professional practice ..... N 1 2 3 4 5

15. Accepts an increasing amount of responsibility ..... N 1 2 3 4 5

16. Demonstrates involvement in continuing education through such activities as attendance at workshops, seminars, conferences, visitation of other libraries, and completion of relevant formal academic coursework ..... N 1 2 3 4 5

17. Practices librarianship that receives serious positive attention from colleagues and is sought by colleagues for advice on professional matters ..... N 1 2 3 4 5

B. Contributions through Service

1. Makes contributions to the advancement of the profession by active participation in professional and learned societies and public appearances in the interest of librarianship ..... N 1 2 3 4 5

2. Participates in university faculty meetings, organizations and committees ..... N 1 2 3 4 5

3. Participates effectively as a member of library committees N 1 2 3 4 5

4. Participates in the library bibliographic instruction program ..... N 1 2 3 4 5

5. Contributes to writing library documents ..... N 1 2 3 4 5

6. Is active in community service organizations ..... N 1 2 3 4 5

C. Contributions through Research and Other Scholarly and/or Creative Activities

1. Shows involvement in scholarly pursuits related to librarianship through such activities as the publication of books, articles, and book reviews; preparation of bibliographies or other bibliographic tools; presentation of papers; library consulting; and service as a member of a team of experts, task force or review committee ..... N 1 2 3 4 5

V. EVALUATION BY LIBRARY DIRECTOR OR DEPARTMENT HEAD

Name and position of evaluator:

Name of applicant:

Promotion/continuous appointment applied for:

Date of evaluation:

The professional librarian listed above has applied for promotion in rank or continuous appointment. Your evaluation of his/her professional performance and quality of service is required as part of that process. Please use the "Criteria for Promotion and Continuous Appointment" in Section I above in submitting your written evaluation.

Please plan to hold a conference with the applicant to discuss your appraisal and the candidate's professional portfolio.

1. Using the current job description, evaluate how the applicant meets its requirements.

2. Please submit a written evaluation of this librarian using the subsection **Professional Performance and Quality of Service.** Include what you regard as the candidate's greatest strengths. Also state any major weaknesses that need correction before the candidate can be considered for advancement in academic rank or be granted continuous appointment.

3. Please comment on how this candidate meets the other criteria for promotion or continuous appointment, including but not limited to the candidate's contributions to the university outside the library, research or creative work, and contributions to public service for church and society.

4. Please submit an evaluation of the candidate using the "Performance Evaluation Form" (Section IV above).

5. If the candidate is applying for continuous appointment, please respond to the criteria in part B of **Eligibility** in Section I above.

6. Please note conferences you have held with this librarian about matters in this evaluation and your reaction to them. Please note any recommendations you have made to this candidate. You may include any letters you have written to the candidate about his/her work.

7. What is your recommendation about this librarian?

_____ Making satisfactory progress at Andrews.

_____ Not making satisfactory progress at Andrews.

_____ A formal statement should be made to the librarian suggesting weak areas that need improvement.

_____ Should be promoted to the next highest rank when eligible (check only for those eligible).

_____ Should be granted continuous appointment (check only for those eligible).

_____ Should be denied continuous appointment.

_____

Signature

_____

Date

VI. SCHOLARLY ACTIVITY REPORT FORMS

ANDREWS UNIVERSITY

Abstract of a Published Article

Name

Title of Article | Number of pages

Journal

Volume | Number | Month | Year | Inclusive pages

ABSTRACT

Date of Abstract | Signature

ANDREWS UNIVERSITY

Abstract of a Paper
Presented at a Professional Society Meeting

_____
Name

_____
Title of Paper

_____
Name of Professional Society

_____
Date of Meeting Place

ABSTRACT

_____
Date of Abstract Signature

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